

**City of Fremont
City Council Retreat
Held January 26, 2021**

February 2021

**Management
Partners**



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Workshop Report

The City of Fremont held a virtual City Council retreat on January 26, 2021 from 9:00 a.m. to 2:30 p.m. via Zoom. The workshop provided an opportunity for Council members to identify priorities for 2021 and the upcoming fiscal year, and discuss several Council protocols. This report contains a summary of the results of the retreat.

Jan Perkins, Vice President with Management Partners facilitated the workshop, assisted by Ashley Garcia, Senior Management Advisor, who served as recorder.

The top four priorities for the coming year as determined by Council through dot voting are listed below. The work plan associated with these items is described in Attachment A.

- ***Budget, financial health, increase the tax base*** (restore funding for services that have been defunded in the past; keep essential services and functions operating)
- ***Continue City response to COVID-19*** (help businesses, property owners, residents; focus on economic recovery; help ensure equity in and access to testing, contact tracing and vaccinations)
- ***Continue to address homelessness*** (make full use of Navigation Center when pandemic conditions allow; explore having a safe place for parking; address homeless prevention)
- ***Neighborhood improvement*** (beautification of commercial corridors and commercial districts; focus on a few key areas)

Workshop Overview

Objectives

- Establish Council priorities for the coming year
- Review and update norms for governing

Agenda

- Welcome by the Mayor
- Public comments
- Comments from the City Manager
- Review contextual information for priority setting
- Discuss and establish Council priorities for next fiscal year
- Discuss how to stay on course with the priorities
- Review operating norms
- Wrap up and next steps

Mayor and Council

**Mayor
Lily Mei**



**Vice Mayor,
District 3
Jenny Kassan**



**Council Member
District 1
Teresa Keng**



**Council Member
District 2
Rick Jones**



**Council Member
District 4
Yang Shao**



**Council Member
District 5
Raj Salwan**



**Council Member
District 6
Teresa Cox**



Executive Staff

- City Manager Mark Danaj
- City Attorney Harvey Levine
- Assistant City Manager Karena Shackelford
- Assistant City Manager Brian Stott
- Deputy City Manager Christina Briggs
- Community Services Director Suzanne Wolf
- Information Technology Director Sandy Taylor
- Finance Director David Persselin
- Fire Chief Curtis Jacobson
- Human Resources Director Allen DeMers
- Human Services Director Suzanne Shenfil
- Community Development Director Dan Schoenholz
- Police Chief Kimberly Petersen
- Public Works Director Hans Larsen

Workshop Ground Rules. At the start of the workshop, Jan suggested several ground rules to help the group have a successful workshop.

- Listen to understand each other's points of view
- Seek consensus
- Assume good intent
- Speak up if we need course correction
- Stay focused

Bike Rack. Jan Perkins explained that items that were brought up but would not receive immediate attention would be added to a "bike rack."

Workshop Preparation. In preparation for the workshop, Jan Perkins held individual interviews with each Councilmember and discussed workshop objectives with the City Manager and executive team. Management Partners prepared an agenda and slide deck along with other materials to guide discussions during the session. Additionally City staff prepared information on projects, policies and initiatives underway. Attachment A contains that information.

Jan noted that the following objectives for the retreat were expressed by Councilmembers:

- Build a cohesive team,
- Develop consensus on a set of priorities, and
- Agree on ways to make progress on our priorities.

Welcome and Opening Comments

The workshop began with a welcome from Mayor Lily Mei. She invited members of the public to speak.

City Manager Mark Danaj then offered opening comments about why the retreat was important. He explained that clear direction from the Council on priorities is important, including expectations and milestones. Mark noted that the pandemic and resource constraints require a focus on the basics and finding the value in doing those well.

Review Context for Priority Setting

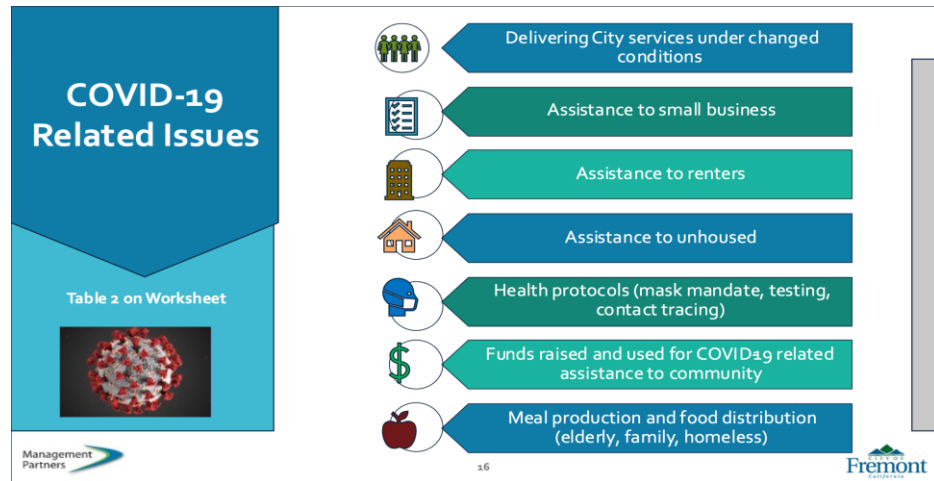
At the start of this segment, Jan reviewed a list of key accomplishments and challenges that Councilmembers highlighted during interviews.

Key Accomplishments and Challenges

Accomplishments

- COVID-19 Response. Among the key accomplishments highlighted was the City's various pandemic related responses including mask mandates,

testing, rent moratorium and small business grants. The following slide was presented.



Other accomplishments included:

- Housing Navigation Center opening, Mobile Evaluation Team (MET)
- Affordable housing projects
- City and Police Department responses to Black Lives Matter
- Transportation (street improvements; new BART station)
- Update to Park Master Plan underway
- Update to Climate Action Plan underway
- Updates to the City website
- Advocating for Fremont at the county, state and federal level
- Park next to new elementary school opened
- Revitalization of historic districts
- Filling Police Department vacancies

Challenges

Key challenges highlighted included:

- Recovery from COVID pandemic
- Facility conditions
- Budget and resource availability/sustainability
- Climate change
- Infrastructure maintenance
- Homelessness



Financial Outlook

Finance Director David Persselin reviewed the City's fiscal outlook. He noted that the revenue forecast shows a shortfall of \$14 million and it could be higher due to the impact of extended public health restrictions. He cautioned that continued budget balancing measures will be needed.

Employee Considerations

Human Resources Director Allen DeMers provided information about the impacts of the pandemic on the organization. The following slide contains the key points presented.

Important Employee Considerations

- Retirements and departures – more time on recruitments and onboarding; hiring freeze for non- safety personnel
- Focus on employee well being – impact on workers' comp
- Illnesses among our employees
- Employees are concerned about budget cuts
- Remote working requires different types of attention and communications
- Past approaches of in -person interactions now require training in other skills
- More time is needed for communicating with our staff

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Existing Policies and Plans Underway

City staff prepared information about major work underway in response to other existing Council policies and direction, in addition to the priorities discussed below. The following slide highlights several of these.

Existing Policies and Plans Underway Per Prior Council Direction

Table 4 on Worksheet

- Vision Zero traffic safety program
- Project labor agreements
- Development impact fee program update
- Environmental compliance and other activities
- Increased/enhanced City communications

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Progress on 2020 Priorities

City staff provided the following information about progress on the top three Council priorities set in January 2020.

- **Examine options for managing growth and incentivizing affordable housing**

Results: Over 500 new units completed in 2020; Affordable Housing Ordinance update underway; eliminated impact fee deferral for market rate housing; ongoing monitoring in RHNA process; technical work for Housing Element Update

- **Reduce traffic congestion**

Results: Completed major transportation capacity improvement projects (BART extension; I-680 widening; SR 262, traffic signal modernization)

- **Find solutions to mitigate homeless population and implement the temporary Housing Navigation Center**

Results: Opened Navigation Center; Safe Parking option policy direction scheduled

Discussion of Priorities for the Coming Year

The Council discussed 12 categories of priorities that were compiled from interviews with Councilmembers in preparation for the retreat. The priority areas are shown below. Projects and other work associated with each of these that are underway and planned are shown in Attachment A.

- Budget/financial health/tax base
- Continue our response to COVID-19
- Homelessness
- Neighborhood improvement
- Affordable housing
- Public safety and the changing nature of policing
- Transportation and traffic congestion
- Economic development
- Airbnb ordinance
- Climate actions
- Park Master Plan
- Accessibility and transparency

Top Council Priorities

Councilmembers concurred with the work plan provided by the staff related to each of the Council priority categories as shown in Attachment A. After discussing each of the priority areas, the Council voted on their top priorities. Each member of Council was given three virtual “dots.” The result was that four of the 12 received four or more votes.

The top four priorities of the Council as determined by voting are listed in Table 1 below.

Table 1. Council’s Top Priorities for FY 2021-22

Top Priorities and Consensus Direction
<ul style="list-style-type: none">▪ Budget, financial health, increase the tax base<ul style="list-style-type: none">• Restore funding for services that have been defunded in the past (e.g., maintenance); keep essential services and functions operating
<ul style="list-style-type: none">▪ Continue our response to COVID-19<ul style="list-style-type: none">• Help businesses, property owners, residents; focus on economic recovery• Help ensure equity in and access to testing, contact tracing and vaccinations
<ul style="list-style-type: none">▪ Continue to address homelessness<ul style="list-style-type: none">• Make full use of Navigation Center when pandemic conditions allow• Explore having a safe place for parking• Address homeless prevention
<ul style="list-style-type: none">▪ Neighborhood improvement<ul style="list-style-type: none">• Beautification of commercial corridors and commercial districts; focus on a few key areas

Notes from the Council Discussion

The following contains highlights of the Council discussion on priority topics.

- 1. Budget, financial health, increase the tax base**
 - Restore funding for areas that have been defunded in the past (e.g., ongoing maintenance)
 - Keep essential services and functions operating
- 2. Continue our response to COVID-19**
 - Help businesses and property owners; economic recovery
 - Ensure access to testing/contact tracing
 - Support community efforts in creating a community-based investment fund; not staffed or funded by City
 - Help ensure equity in COVID response, including vaccination speed and access, transparency, multiple languages
- 3. Address homelessness**
 - Make full use of Housing Navigation Center; Clean Start
 - Explore having a place for safe parking
 - Include emphasis on homeless prevention

- 4. Neighborhood improvement**
 - Beautification of neighborhood commercial districts
 - Interest in making progress on Centerville streetscape
 - Need to focus on the key districts; carve out a few key areas
 - Could have more cleaning on major corridors and thoroughfares
 - Would like for businesses to be able to secure loans for façade improvements
 - Some interest in helping to form business improvement districts, possible community investment fund for storefronts, etc.
- 5. Affordable housing**
 - Complete the process of adjusting in lieu fees
 - Explore using surplus land
 - Concern about losing local control, look for State funding for affordable housing projects
- 6. Public safety and the changing nature of policing**
 - Interest in expanding MET coverage (funding for second Crisis Intervention Specialist)
 - Continue diversity training and improved community relations
 - Inform community of what is being done now; an annual report is in progress from staff
- 7. Transportation and traffic congestion**
 - Transportation planning, road construction
 - Oppose south Bay Connect rail project
 - Provide information to the public regarding Irvington BART Station, Vision Zero
 - Questions about bike lanes; traffic studies are done for street improvements
- 8. Economic development**
 - Bring more business into Fremont
 - Progress on development of former Reagan's Nursery Site
 - Interest in reaching out to businesses to connect with local residents for jobs/ jobs goods and services; tie in with Ohlone College
 - Limited economic development staff; what is the best return on their time (to be included in future discussion)
- 9. Airbnb ordinance**
 - Involves setting rules; some code enforcement issues have been raised
 - Homes being purchased for Airbnb purposes; neighborhood/ owner impacts
 - Ordinance underway
- 10. Climate actions**
 - Monitor development projects for environmental impacts; be proactive in looking for environmentally friendly methods
 - Fremont has been proactive with Climate Action Plan, while balancing impacts on businesses

11. Park Master Plan

- Question about plans update restrooms in the parks In the Master Plan

12. Accessibility and transparency

- Overlays the other priorities; public needs to be aware of what City is doing in all areas and how we communicate our efforts; continue to update website; explain city's roles (what we can/cannot do, civics education)
- Information on website about what city provides and where to access other services (other agencies)



Staying on Course with Priorities

After the priorities were established, there was a discussion about what would help the Council/staff team stay on track, given the limited staff and financial resources, and the ongoing COVID-19 response requirements.

The Council Referral Process was discussed because individual Councilmember referrals can result in significant staff and Council time on items that do not always relate to established Council priorities.

The City Manager noted that the use of the Council Referral System should be the exception, and not used for political purposes. He indicated that depending on the issue raised in the referral a great deal of staff time can be used, and there may not be overall Council support for the idea proposed by the individual Councilmember. He urged prudent use of the Council Referral System given all that the staff and Council are dealing with in the major work efforts and the pandemic.

Councilmember comments on the topic of the Council Referral System included:

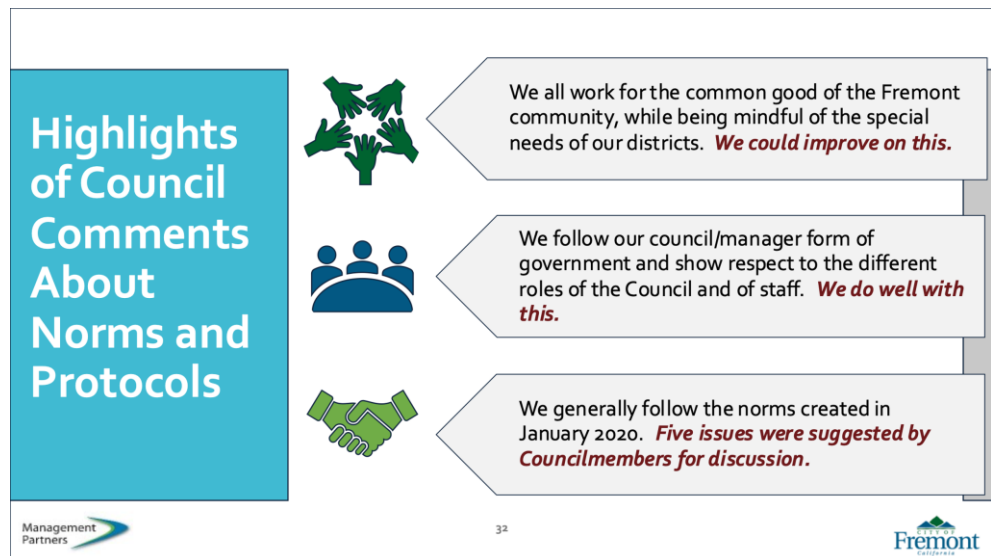
- Allows for creative ideas to come forward but should not be abused; initial screening should not take a lot of staff time.
- We need to rely on City Manager comments on whether the idea is something we're already doing, would cost money, and/or would be beyond the city's authority.
- Important for the Councilmember to do outreach with staff before making a referral to see the practicality of the idea.

- A referral can result in impact on staff and departments, so it is important to understand those impacts; be judicious in our use of referrals.
- Create a clearinghouse of referrals; ask whether the referral is tied to our priorities.
- Should have nexus to local government and things we have control over.

There was no action coming out of this discussion, but there was consensus about being prudent and judicious in the use of Council referrals, and always conferring with the City Manager.

Discussion on Norms and Protocols

Following a break for lunch, Jan led a discussion about Council norms and protocols. The discussion included five issues raised by Councilmembers for discussion and a review of the norms and protocols agreed to in January 2020. She first provided an overview of what she heard during interviews with the Council.



Then City Manager Mark Danaj spoke briefly about his commitment to Council and what he needs from the Council to successfully serve the City.


City Manager Commitments and What He Needs from Council

What you can count on me to do:

- Treat you with respect.
- Tell you the truth. Give you the "straight scoop."
- Treat you as partners as well as my employers.
- Establish individual relationships with you.
- Help you be effective collectively as a Council.
- Communicate with you to keep you equally as informed as possible.
- Listen to you, and seek to understand you, your role and needs.
- Do my personal and professional best.
- Respect your Council to Council and Council to constituent relationships.
- Be politically astute but not political.
- Practice the "no surprise" rule.
- Provide options, clear analysis and recommendations to council.

What I need from the Council:

- Respect the Council/Manager form of government.
- Allow me to translate your policy interests and priorities to the organization to achieve action.
- Be clear on your direction as a Council body.
- Feel free to interact with senior staff or their designees on City matters. They are instructed to keep me informed and I ask you to do the same. Please do not direct them.
- Fix the problem not the blame – to help create a "no blame" culture. Scolding occurs out of public view and only to me – not directly to other staff.
- Be sensitive to the need to pace the organization and to focus on priorities.
- Use established processes to add issues and to advance your interests.
- Ask your questions in advance of Council meetings.
- Practice the "no surprise" rule with me and other staff.



Five Council Protocol Issues

Five protocol questions were raised during interviews with Councilmembers. Each of the questions was discussed by the Council at the workshop. A summary of each issue and associated comments follows.

- 1. Role of Mayor as the official representative of the City for issuing all proclamations and resolutions, unless delegated by the Mayor to another member of Council. (see Council Handbook)***
 - There is a specific process and criteria for obtaining a proclamation, resolution, recognitions of groups, using the portal www.fremont.gov/recognition
 - Approval process through the City Clerk's Office and Mayor
 - Certificates or letters of recognition are less formal, coordinated through portal or directly with the Mayor
- 2. When members of Council attend a conference or meeting paid for by the City, ask that a written report to the Council be provided to inform the full Council of what was gained. (see protocols 3 and 4)***

Follow-up: staff will return with a recommended process

 - AB 1234 requires some type of reporting
 - Interest in some type of reports when councilmembers attend City-paid conferences (such as a one-page document)
 - Committee assignments should be reported on when something is relevant; can use the agency's information to report
 - Accountability and transparency are of interest

- Councilmembers are encouraged to participate in outside committees.
- Current practice is for verbal reports to be provided at Council meetings
- Share with one another especially for alternates, strong advocacy/ participation, importance of having Council representation on committees
- Could list committee meetings on agenda
- Time considerations at end of the meeting, only action or something substantial
- Could have a monthly summary regarding impacts on Fremont
- Could have some reports put on Council agenda for discussion

3. *Use of City property for delegations from other countries and protocol for inviting the full Council. (see protocol 5)*

Agreed modification to Protocol 5: Clarify that City property can be used for official business with foreign dignitaries, and consider alternate locations for unofficial business

- City Manager noted that the Council must determine whether it is an official meeting or not; staff cannot do that; the Council must “self-police”
- Interest in use of property for official business, limiting holiday closures
- Current access by Council to their office is 24/7
- The protocol is for official delegations
- Brown Act considerations

4. *Supporting the Council decision once made, respecting each other’s perspectives. (see norm 3)*

- Consensus to leave protocol as is

5. *Understanding that each district affects the entire community and that governing is a citywide, as well as district, responsibility. (see norm 1)*

- Consensus required for us to do the business of the City
- Seek what is best for the City as a whole

List of Norms and Protocols

The Council's Norms and Protocols are listed in the table below. The norms remain unchanged from the prior year. One modification was made to Protocol 5.

Norms are the overarching guiding principles for the Council's work together. Protocols pertain to procedures concerning specific issues.

Norms
1. Maintain a citywide perspective, while being mindful of districts.
2. Be mindful of how our actions can promote or hamper teamwork or governing.
3. Once a decision is made it represents City policy and Councilmembers will acknowledge it.
4. Listen to one another, communicate with each other, seek to understand.
5. Find consensus when we can; find the area of agreement within the areas of disagreement.
6. Respect each other's opinions. Accept that we will not always agree, and then disagree respectfully and professionally. Do not make things personal.
7. Never assume intent. Do not ascribe motives.
8. Keep confidential things confidential.
9. Respect the roles of Mayor, Council and staff in creating policy and in implementing policy. Respect the Council/ manager form of government.
10. Communicate concerns about staff to the city manager; do not criticize staff in public. Do not apologize on behalf of the staff or other members of Council.

Protocols
1. Craft clear Council motions so that staff and Council all understand what is intended. If staff need clarification, the city manager or city attorney will ask for clarification and/or recap and summarize the motion to ensure it is understood.
2. Seek to be efficient in comments at Council meetings. It is unnecessary for Councilmembers to speak on every item or to repeat an opinion that has already been stated by another Councilmember.
3. Provide reports and other information to Council colleagues and staff about committee assignments, in written summary format and/or at Council meetings under Council communications, especially when something is time-sensitive.
4. Participate in the League of California Cities, National League of Cities, US Conference of Mayors and other organizations that relate to City of Fremont work in order to enhance personal professional development as governing body members, and to learn about new approaches and common issues being addressed by other local governments.
5. When foreign dignitaries request official City of Fremont events with members of the Council in the Councilmembers' official capacity, courtesy invitations should be extended to all members of the Council. For those contacts and invitations extended to individual Councilmembers that are not official City of Fremont events, it will be at the discretion of the individual member of Council to determine who, if anyone, to extend an invitation to. [ADDED: City property can be used for official business with foreign dignitaries, with alternate locations considered for unofficial business.]
6. During City Council campaign seasons, the city attorney will remind members of the Council of their obligations and limitations, including prohibitions on use of any City employees, City logo or other official City designations in campaign literature, signs, social media or other communications.

Protocols
7. Refrain from using technology to communicate with others during Council meetings.
8. Refrain from using the City's logo or any photos with City staff in ways inconsistent with City laws and policies.

Formalizing the Norms and Protocols

The Council agreed to include the norms in the Council's *Rules and Procedures Handbook* as a convenient reference.

Wrap Up

Reflections from Council

To conclude the workshop, Councilmembers shared comments about what was useful in spending the day together in this session. A summary of these reflections is provided below.



- We are a team, establishing mutual trust. This was an opportunity to get to know each other, understand where we are coming from. Realign my priorities with the rest of yours. Information to make educated decisions. Optimistic about meeting together in the same room post-pandemic.
- Different group this year, building chemistry. Coming together with consensus. Team sport, majority rules. Have differences in private when we can.
- Great opportunity to get together to set these goals. After a challenging year, Fremont was able to shine through and we hope for a better year next year.
- Found this day very informative and eye-opening. Fremont is stepping up its game with limited resources. Effective management and fiscal responsibility to allocate resources. We are *One Fremont, Fremont Strong*. Transparent and accountable. Teamwork makes the dream work.
- Appreciate City Manager and staff. Learned from previous years to address community concerns regarding the Navigation Center and putting better outreach into practice. Our pandemic response has been top-notch. Appreciate staff effort to keep everyone safe.
- Grateful for today and to be part of the city. Proud of the priorities we chose. We are efficient, we support staff, achieve consensus.
- Thank you to staff and families. We have been faced with many challenges including COVID, fires, homeless needs, community needs. We have compassion for others and our fellow electeds. Hope to establish a norm of respect and vote and move forward with what is decided.

Follow Up Steps

- The Council's priorities will be incorporated into the upcoming budget process and staff work plan.
- The norms will be added to the Council's *Rules and Procedures Handbook*.
- The City Manager will return to the Council with a suggested process for the Council to report on attendance at meetings and conferences paid for by the City.



Attachment A – Priorities Worksheet

Priorities Worksheet for Discussion – City Council Retreat – January 26, 2021

This document contains the following tables and attachments:

- Table 1: Status of the three top City Council priorities established in January 2020
- Table 2: Progress on COVID-19 related issues
- Table 3: List of Councilmember priorities for FY 2021-22 as noted in interviews conducted December 2020
- Table 4: Other Major Plans and Projects Underway Per Prior Council Direction
- Attachment A: Breakdown of Mask and PPE received and distributed by our Human Services Department
- Attachment B: Breakdown of the \$431,022 in Grants and Donations received specifically for community assistance to individuals and families impacted by COVID-19
- Attachment C: Breakdown of meals delivered/picked up during the pandemic from April 2020 – December 2020

Table 1 – Council Priorities Established January 2020

2020 Priorities	Progress and Upcoming Plans
<ul style="list-style-type: none"> ▪ Affordable Housing: Examine options for managing growth and incentivize affordable housing 	<ul style="list-style-type: none"> ▪ Over 500 new affordable units completed and occupied in 2020, more than in any one year in Fremont’s history. ▪ Affordable Housing Ordinance update in process. Informational Council item tentatively scheduled for 2/2/21. ▪ Growth Management—eliminated impact fee deferral for market rate housing. ▪ Ongoing monitoring/participation in Regional Housing Needs Assessment (RHNA) process. ▪ Begin technical work in preparation for Housing Element Update.
<ul style="list-style-type: none"> ▪ Traffic: Reduce traffic congestion 	<ul style="list-style-type: none"> ▪ Recently completed major transportation capacity improvement projects: <ul style="list-style-type: none"> • BART extension to Milpitas and Berryessa (6/2020) • I-680 Widening (10/2020). • Ongoing Project Development guided by the Fremont Mobility action plan for key projects including but not limited to; State Route 262 improvement, traffic signal modernization, and freeway interchange modernization.
<ul style="list-style-type: none"> ▪ Homelessness: Continue to innovate and find solutions to mitigate the City’s homeless population and implement the temporary Housing Navigation Center 	<ul style="list-style-type: none"> ▪ Council to provide direction to staff regarding Safe Parking options, tentatively scheduled for February 2021. ▪ Housing Navigation Center Completed and Opened 8/31/20. ▪ Navigation Center occupied to COVID Capacity as of 9/30/20. ▪ 2-year funding Identified to add 2nd Crisis Intervention Specialist to Mobile Evaluation Team (MET). ▪ Completed the recruitment and hired a Homeless Services Manager in June 2020.

Table 2 – COVID-19 Related Issues

Item	Progress and Upcoming Plans
1. Delivering City services under changed conditions	<ul style="list-style-type: none"> ▪ Online building permit system stood up using off-the-shelf module in 5/2020—refinements underway to make more user-friendly, including new Electronic Plan Review software ▪ Transitioned City Council meetings and all other public meetings to virtual platforms. ▪ Administered 2020 election virtually. ▪ Facilitated new commercial development and attracted investment in Fremont amid stay at home orders through virtual interaction. ▪ Sustainability and adaptation of the Recreation Services Division operations and adjustments guided by the Parks and Recreation Master Plan. ▪ Recreation Services will continue to explore opportunities to expand community partnerships and grant opportunities. ▪ Recreation Services created a School Pods Program and modified the Car Cinema Outside Movie Night event. ▪ Implemented and continue to administer emergency employee benefits and safety rules. ▪ Implemented and continue to administer Telework and essential staff deployment. ▪ Fremont Fire Department Fire Prevention inspections will continue utilizing remote and video-based deliveries.
2. Assistance to small business	<ul style="list-style-type: none"> ▪ Established and staffed Business Hotline and COVID Business Resources webpage. ▪ Formed Small Business Recovery Working Group with Chamber and District Business Associations. ▪ Waved late penalties and interest for business tax certificates. ▪ Passed Commercial Eviction Moratorium for small businesses. ▪ Launched storefront signage campaign with Fremont Chamber of Commerce. ▪ Created Virtual Interactive Map of Fremont Open Businesses, displayed on City's website. ▪ Promoted \$5K Facebook grants with SMBs ▪ Created and distributed window sign templates for Shelter in Place and Social Distancing protocols. ▪ Hosted/Co-hosted numerous webinars covering topics such as SBA loans, virtual career workshops, and digital marketing strategies. ▪ Established Pop Up Patio Program to facilitate outdoor dining/retail activity. ▪ Established Park Business Operating Permit program for fitness businesses to use City parks. ▪ Launched 'Gift Fremont' gift card program, secured City matching funds and other corporate sponsors ▪ Established Fremont Small Business Grants program with CDBG CARES Act funding; deployed \$400,000 in 2020. ▪ Provided matching funds to Alameda County Business Grants Program to dedicate nearly \$200,000 to Fremont businesses.

Item	Progress and Upcoming Plans
3. Assistance to renters	<ul style="list-style-type: none"> CDGB Cares Rnd. 1: \$400,000 in rental assistance distributed to 95 Fremont households. (2020) Newark and Union City Contracted with Fremont Human Services to provide their rental assistance program (40 households assisted with \$126,284. 25 families were assisted through the Stay Housed Program with Rent deposit assistance and/or ongoing rental assistance for a total of \$168,104.
4. Assistance to unhoused	<ul style="list-style-type: none"> Winter Shelter opened 12/1/20-3/31/20 with capacity to serve 35 unsheltered. Islander Motel currently sheltering 30 homeless, contact to be extended until 4/30/21. 60+ homeless referred into Safer Ground Hotels. Housing Navigation Center currently at COVID limit of 25 unsheltered being served with 6 participants already finding permanent housing.
5. Health protocols (mask mandate, testing, contract tracing)	<ul style="list-style-type: none"> Mask and PPE was distributed through our Human Services Department to various community members and shelters (see Appendix A for a breakdown). Fremont Fire Department partnered with Tri-City Health, now Bay Area Community Health, to provide free walk-up and drop-in COVID-19 testing, in addition to creating a partnership with Asian Health Services to provide their initial testing at the Family Resource Center. Mobile COVID-19 testing was administered to those living in homeless encampments and congregate living facilities by Fremont firefighters in partnership with Human Services and Fremont Firefighters Local 1689.
6. Funds Raised and Used for COVID-Related Assistance to community	<ul style="list-style-type: none"> \$431,022 in Grants and Donations received specifically for community assistance to individuals and families impacted by COVID-19 (See Appendix B for a detailed breakdown).
7. Meal Production and food distribution (elderly, families and homeless)	<ul style="list-style-type: none"> 4/2020 – 12/2020 the Age Well Center produced and distributed roughly 17,800 hot, frozen or boxed meals and 2,570 grocery bags (see Appendix C for a detailed breakdown).

Table 3 – Councilmember Priorities for FY 2021-22 as Noted in December 2020 Interviews

Category of Priority	Examples of Work Underway and Planned for FY 2021-22
1. Budget/financial health* <ul style="list-style-type: none"> Keep essential services and functions operating 	<ul style="list-style-type: none"> Implementation of a hiring freeze contingent upon budget certainty. Aim to continue covering all costs of the Development Cost Center without drawing on reserves in 2021-22, similar to 2020-2021, as development activity has recovered. Monitor funding levels that have limited Public Works service levels related to building maintenance, pavement maintenance, sidewalk repair, and ADA improvements. Future funding and maintaining expected service levels is of the highest priority in 2021 for Recreation Services. As an effort to ensure budget balancing, Council approved a one-year rollover MOUs (6/30/22) agreed to by majority of bargaining groups.
2. Continue our response to COVID* <ul style="list-style-type: none"> Help businesses and property owners (advocate for CARES Act funding, lobby for grants on the state and federal level, look for relief in City policies) Economic recovery, getting people back to work Testing and contact tracing Establish community-based investment fund 	<ul style="list-style-type: none"> \$7.2M in federal stimulus funds will be used to provide rental assistance to Fremont households in 2021. COVID-19 vaccine distribution to employees and prepare for the rollout of vaccine phase 1B to essential workers. Continue with Shelter-in-Place compliance with community education and voluntary compliance approach. COVID-19 vaccine distribution to employees, assist the Alameda County Health Care Services Agency in communicating information about the availability of the vaccine for community members and businesses. Implementing Phase II of Small Business Grant Program with additional \$350,000 of CDBG CARES Act funding in Q1 of 2021. Coordinating with State of CA to promote grant opportunities and other financial resources to Fremont businesses. Conducting webinars for technical assistance in accessing Federal Funds/Loan Programs. Developing Economic Recovery Framework focused on 3 modules: Small Business Assistance, Workforce Development, & Supporting the City Tax Base/Revenue Growth. Launching pilot program matching displaced workers with Fremont-based manufacturing jobs and training. Consider making Pop-Up Patio program permanent.
3. Homelessness* <ul style="list-style-type: none"> Make full use of the Housing Navigation Center Open a place for safe parking 	<ul style="list-style-type: none"> Research and potential development of Safe Parking Program. Staff will seek direction from Council in February. Develop and implement a homeless encampment management plan. Hire 2nd Crisis Intervention Specialist Preliminary Report to Council February 2021 Collect better data on homeless-related calls for PD service to help with improved resource allocation and identification of hot spots and high utilizers. Assist Homeless Coordinator in creating a citywide response policy regarding encampments.

Category of Priority	Examples of Work Underway and Planned for FY 2021-22
4. Affordable Housing <ul style="list-style-type: none"> Complete the process of adjusting in lieu fees for affordable housing Explore using surplus land 	<ul style="list-style-type: none"> Affordable Housing Ordinance update in process and a tentatively scheduled an Informational update is to be heard by Council in early February. Expected to be completed in June 2021. Update (including potential revisions to in lieu fees) expected to be completed in summer 2021.
5. Public safety and the changing nature of policing	<ul style="list-style-type: none"> Police Department achieved full sworn staffing of 199FTE in Fall 2020, the first time this has been accomplished within at least a decade. Utilize community feedback from Engage Fremont to develop new department goals with an added emphasis on Transparency, Accountability and Community Engagement. Department will focus on increasing training on diversity, implicit bias, and de-escalation. Expansion of Mobile Evaluation Team (MET) to serve those with Mental Illness and who are unhoused. 2-year funding secured to hire a second Crisis Intervention Specialist. Monitor State legislation and effort that is needed to enable automated speed enforcement in California. Expanded MET's mission to include homelessness in addition to those in mental health crisis.
6. Transportation and traffic congestion <ul style="list-style-type: none"> Transportation planning and road construction (while congestion is reduced) Actively oppose the South Bay Connect rail project 	<ul style="list-style-type: none"> Ongoing work on road improvement projects while traffic congestion is reduced, where funding is available. Citywide pavement maintenance work for 2021 is proposed for contract award by Council in March 2021. Actively oppose the South Bay Connect rail project The City Council adopted a resolution opposing the project in November 2020 due to insufficient information about environmental impact, freight train routing, cost/benefit, and integration with other regional transit systems.
7. Neighborhood improvement <ul style="list-style-type: none"> Beautification of our neighborhood commercial districts Making progress on Centerville streetscape improvement Secure loans for façade improvements (provide designer to fit with historic nature, technical support) 	<ul style="list-style-type: none"> Continue to work with Business Improvement Districts on beautification and improvement projects in neighborhood commercial districts. Centerville Complete Streets project – funded by a \$10 million funding grant. Refinement of the project plans will occur in Summer/Fall 2021 following stakeholder input on the demonstration project. Construction of the permanent project is planned for 2022. Launch pilot project with Better Block to develop parklets and other placemaking components as part of Centerville Complete Streets initiatives. Program could be replicated elsewhere, contingent on funding. Continue to extend National Main Street membership benefits to neighborhood districts, which provides access to technical assistance and other tools for neighborhood improvement. Promote investment/development in districts to support local business environment.

Category of Priority	Examples of Work Underway and Planned for FY 2021-22
8. Economic development <ul style="list-style-type: none"> Bringing more businesses to the community Progress on development of vacant Reagan's Nursery site 	<ul style="list-style-type: none"> Focus on resilient business activities considered less vulnerable to pandemic effects and other economic shocks. Engaging in potential partnership with key landlord to attract more biotech business to Fremont, leveraging significant growth in this industry. Advance development of multiple industrial/manufacturing projects proposed to accommodate new company growth. Evaluate City retail environment and policies to address dramatic market changes in retail space demand. Position Fremont as Center of Excellence for emerging technologies, such as robotics, autonomous vehicles, and renewable energy.
9. Airbnb ordinance	<ul style="list-style-type: none"> Funding secured through SB2 to support development of an ordinance. Project to get underway later in 2021.
10. Climate actions	<ul style="list-style-type: none"> Climate Action Plan update underway—expected adoption mid-2021. Grant-funded fleet electrification study nearing completion, will lay out strategies for Green House Gas (GHG) emission reductions through fleet conversion to electric vehicles.
11. Parks and Recreation Master Plan	<ul style="list-style-type: none"> Results of community Parks and Recreation needs surveys will be used in tandem with information from site and program assessments, other comments gathered from the public to inform the Master Plan in the spring of 2021 to assist the City in parks planning and land acquisition for the next 20 years. Park land acquisition strategies will primarily focus on equity in Fremont Parks as articulated in the Trust for Public Land, Ten-Minute Walk Campaign. A special work session with the City Council is tentatively scheduled for February 16, 2021 to review the information gathered thus far.
12. Accessibility and transparency <ul style="list-style-type: none"> Include information on the City's website to help people know the services the city provides and where to access other services (e.g., school district, county, etc.) 	<ul style="list-style-type: none"> A complete overhaul and redesign of the Fremont.gov website is currently underway with increased emphasis on accessibility (rollout late 2021/early 2022). A year-end report was produced by the Police Department, use of force report, arrest data/summary and FAQs were developed and are now available on the police website in response to the summer dialogues on police and race in our community (all new documents).

**The first three were mentioned by most members of Council.*

Table 4. Other Major Plans and Projects Underway Per Prior Council Direction

Item	Work Underway and Planned for FY 2021-22
1. Vision Zero Traffic Safety Program	In 2015, the City Council adopted a “Vision Zero” policy for improving traffic safety in Fremont. Over the past 5 years, major traffic crashes involving fatalities and severe injuries has decreased by 45%. A report on the City’s efforts and progress is being prepared, along with plans to confirm the City’s commitment to Vision Zero and approve a renewed traffic safety action plan. Staff plans to brief Councilmembers on the topic in February and seek action at a Council meeting in March 2021. Input on the Vision Zero program was provided by the Mobility Commission at their recent meeting in December.
2. Project Labor Agreements	In September 2020, the City Council directed using a project labor agreement for future construction work. Staff is following the model used by other jurisdictions (the City of Hayward as an example) whereby a “pilot project” is identified to establish the framework for administering a labor agreement and the conditions for hiring/training local residents. Typical projects include a locally funded building project, such as a library, community center or fire station. The City’s current Capital Budget does not have funding for a new building project. Consideration can be given to funding and selecting a pilot project as part of the upcoming budget process in Spring 2021. City building projects that are proposed, but not currently funded, include the Police Center expansion, fire station expansions, Teen Center replacement, and a new senior/community center in North Fremont.
3. Development Impact Fee Program Update	The City Council has established a Development Impact Fee (DIF) program that requires new development to contribute toward the expansion of City infrastructure related to parks, transportation and civic facilities. In accordance with State law, development fee programs must be renewed on a five-year cycle. Staff is now preparing a DIF update for Council consideration in Spring 2021. Upcoming milestones include Councilmember briefings in January, a work session on March 2, and proposed approval on May 4.

Item	Work Underway and Planned for FY 2021-22
4. Environmental Compliance and Other Activities	<ul style="list-style-type: none"> ▪ <i>Implementation of SB 1383 (organics recycling)</i> – Facilitate regional and city specific compliance activities consistent with new State regulations. This may require Council approval of ordinance updates and new/updated contracts. ▪ <i>2022/2023 Solid Waste Rate setting</i> – Staff will develop rate recommendations consistent with our existing solid waste contract obligations, to minimize rate increases while providing rate stability and predictability in a volatile economic environment. ▪ <i>Municipal Regional (Stormwater) Permit 3.0</i> – Fremont staff will continue to demonstrate regional leadership by actively participating in negotiations between Water Board staff and municipal representatives on the next iteration of the regional stormwater permit. The final language will have a significant impact on the City's obligations and resources needed for compliance. An administrative draft is anticipated in February 2021 with an effective permit date of July 1, 2022.
5. Increased / Enhanced City Communications	<ul style="list-style-type: none"> ▪ Continue to build and centralize city-wide communications efforts, including <ul style="list-style-type: none"> • increased proactive media relations pitching Fremont success stories. • a new weekly community newsletter will be rolled out this winter to replace our News Briefs. • facilitating additional training needs of communications staff (social media, public speaking, writing, crisis management, etc.). • identify a new digital platform to centralize communication, information, surveys, timelines etc. related to City-wide community engagement initiatives after current contract expires.

Appendix A

Breakdown of Mask and PPE Received and Distributed by Our Human Services Department

1. Masks received:

N95's = 880
 Surgical masks = 28,100
 Cloth masks = 4,300
 Handmade cloth masks = 2,044
 Face Shields = 1485

2. Masks distributed to the community:

Surgical masks = 16,825
 Cloth masks = 2,467
 Handmade cloth masks = 1,500
 Face Shields = 800

3. # Groups who have received masks:

20 Community partners received them during the Taiwanese Chamber of Commerce donation event
 15 Community agencies and groups received directly from our supplies

4. Large donations received:

Taiwanese Chamber of Commerce = 2000 surgical masks allocated for HS & we coordinated the donation of 16,000 surgical masks to 20 community groups
 Taiwanese American Federation of N. CA along with the Taiwanese Chamber of Commerce = 2500 surgical masks to Homeless Services
 CA Dept of Aging = 4000 surgical masks & 1800 cloth masks
 United Way & BofA = 18,000 surgical masks (16,000 given out during Grab & Go at FRC)
 Masks for Mayor Initiative = 1000 cloth masks
 Upcoming 15,000 donation from Taiwanese Chamber of Commerce

We have been supporting the food delivery programs with PPE, including our FRC Grab & Go, the Senior Center distribution, Daily Bowl, Salaam Pantry, and Life Eldercare. We have also given ongoing support to SAVE by providing masks, gloves, disinfectants for their shelter. Our Homeless Services programs have also distributed large numbers of masks and sanitizers to homeless residents.

Appendix B

Breakdown of the \$431,022 in Grants and Donations Received Specifically for Community Assistance to Individuals and Families Impacted by COVID-19

COVID-19 Grants		
Supervisor Valle Round 1	\$ 2,500	Sparkpoint
Supervisor Valle Round 2	\$ 5,000	Distance Learning Support
East Bay Community Energy 1	\$ 10,000	Utility Support and Meal Program
East Bay Community Energy 2	\$ 193,000	Meals, Parent Emotional Support, FRC, GrandPad, FRC Collaborative
San Francisco Foundation	\$ 15,000	Rental Assistance
Seagate	\$ 7,500	Meals
United Way Bay Area	\$ 11,000	Meal support
Sunlight Giving	\$ 15,000	Unrestricted FRC
Y&H Soda	\$ 25,000	FRC to Support Community Needs
Center for Financial Empowerment	\$ 40,000	Financial Navigators
Total	\$ 324,000	

General Community Support for COVID		
Homelessness	\$ 5,450	
Urgent Needs	\$ 8,837	"Giving Hope during COVID 19"
Meals for Most Vulnerable	\$ 13,120	
HSD Unrestricted	\$ 15,114	
Total	\$ 42,521	

Other Funds		
2020-21 Winter Shelter	\$ 35,360	Cargill (\$20K) UWBA (\$15K)
Housing Navigation Center to BACS	\$7,000	James Griffin Costruction & Sisters of the Holy Family
Giving Hope 2020 thru 1/4/21	\$ 22,141	There is also \$11,300 in Benevity that will come in mid-February
Total	\$ 64,501	

Appendix C

Breakdown of Meals Delivered/Picked Up During the Pandemic from April 2020 – December 2020

- 1606 Hot meals
- 390 Holiday meals for Sr. housing
- 600 Thanksgiving Dinners
- 6319 Frozen meals
- 3700 Bagged lunches for the homeless
- 3750 Frozen meals for Islander Motel
- 2570 Grocery bags
- 1790 boxes to families through FRC